

Objective	Action	Lead	By when	Relevant indicators/ measures/ targets	Reporting frequency	Portfolio holder	NOTES - changes for 22/23 corporate plan refresh
<b>ENABLING COMMUNITIES THEME</b>							
We will invest in our places	Complete construction of a refurbished and extended Hartham Leisure Centre	Rob Allwood	05/06/23	Practical Completion (PC)	Quarterly	Eric Buckmaster	
	Deliver the Castle Park Heritage Lottery Funded project (subject of funding)	Ian Sharratt	01/09/23	Practical Completion (PC)	Quarterly	Eric Buckmaster	Subject to meeting funding gap - negotiations currently taking place.
	Deliver 42m investment in Hertford Theatre (subject to funding)	Jess Khanom-metaman	30/11/23	Practical Completion (PC)	Quarterly	Eric Buckmaster	Subject to Council decision
	Refurbishment of Pinehurst Community Centre	Geoff Hayden	31/03/22		Annual	Geoffrey Williamson	
	Delivery of 3G pitch at Grange Paddocks	Rob Allwood	01/09/22	Practical Completion (PC)	Annual	Eric Buckmaster	New action following completion of Grange Paddocks (planning permission approved)
	Deliver the cultural strategy	Nick Phipps & Mekhola Ray	31/03/23		Annual	Eric Buckmaster	
	Respond to fly-tipping in a timely manner	Chloe Hipwood	31/03/23	Fly-tips; time taken for removal	Quarterly	Graham McAndrew	
	Maintain standards of cleanliness in our streets	Chloe Hipwood	31/03/23	Inspector's grading of Urbaser street cleaning	Quarterly	Graham McAndrew	
	Deliver the community grants scheme	Claire Pullen	31/03/23	Number of grants given	Annual	Suzanne Rutland-Barchy	
	Maintain the register of community assets (Assets of Community Value)	Esther Piper	31/03/23		Annual	Geoffrey Williamson	
	Continue to support the newly constituted charitable incorporated organisation overseeing the repurposing of a council allotment site in to a community garden and monitor impact of initiative.	Claire Pullen	31/03/22		Bi-annual	Eric Buckmaster	
	Grow the East Herts Lottery	Claire Pullen	31/03/22	Number of players Number of groups signed up to take part Income raised for good causes (£)	Annual	Geoffrey Williamson	
	Supporting the crowdfunding platform for community causes	Claire Pullen	31/03/22	Number of groups who have created a campaign Amount pledged (£)	Annual	Geoffrey Williamson	
	We will ensure all voices in the community are heard	Grow our digital communications channels	Lindsay Creed	31/03/23	Number of Twitter followers	Quarterly	George Cutting
Number of LinkedIn followers							
Number of insta followers							
Facebook likes							
Evaluate the impact of any comms and campaigns (eg. behaviour change/ awareness raising)		Lindsay Creed	31/03/23	Audience attention - e.g., unique visitors, views, clickthroughs Awareness - e.g., recall Understanding - e.g., comments Interest and liking - e.g., likes, follows, shares, retweets.	Annual	George Cutting	
Trial new engagement tools with different audiences	Lindsay Creed	31/03/23	Engagement - e.g., return visits, subscribing, positive comments. Consideration - e.g., comments, subscribing, registering.	Annual	Jonathan Kaye		
Support our local communities with the neighbourhood planning process	George Pavey	31/03/23		Annual	Jan Goodve		
Continue to deliver the Equalities, Diversity and Inclusion Strategy	Corinne Crossboure	31/03/23		Annual	Linda Haysey		
We will support our vulnerable residents	Further establish the East Herts Healthy Hub to promote access to health, social, wellbeing advice and support	Simon Barfoot	31/03/23	Number of clients supported through EH Social Prescribing Service	Quarterly	Eric Buckmaster	
				Number of EH residents registering for Healthy Hubs			
				Number of EH residents attending Healthy Hub sessions			
				Number of Healthy Hub sessions delivered			
				Number of onward referrals through Healthy Hubs			

	<b>Provide specialist support to those facing or recovering from homelessness</b>	Claire Bennett	31/03/23	Number of homeless households living in temporary accommodation	Quarterly	Peter Boylan	
	Ensure all new applications for Housing Benefit and/or Council Tax support, including changes in circumstances, are processed on average within 10 days	Su Tarran	31/03/23	Time taken to process new benefit claims (10 days)	Quarterly	Geoffrey Williamson	
	Manage the SLA with the CVS to deliver support to voluntary and community organisations and community transport	Nick Phipps	31/03/23		Quarterly	Eric Buckmaster	
	Manage the SLA with the Citizens Advice Service	Nick Phipps	31/03/23		Quarterly	Eric Buckmaster	
	Support community safety	Nick Phipps/ Julie Pomfrett	31/03/23	Neighbourhood watch membership (as DfL is a useful way of reaching communities) ASB data around the issuing of CPWs / CPNs where the conduct that has led to the issuing of the CPW/N is relevant Number of safeguarding referrals?	Quarterly	Peter Boylan	
	Inspection, licensing and regulation of HMOs	Paul Thomas-Jones	31/03/23		Annual	Eric Buckmaster	
	Provide support to hearing cases	Paul Thomas-Jones	31/03/23		Annual	Eric Buckmaster	
	Underwrite public bus	Paul Thomas-Jones	31/03/23		Annual	Eric Buckmaster	
	Deal with nuisance and noise cases	Paul Thomas-Jones	31/03/23		Annual	Eric Buckmaster	
	Support the East Herts Dementia Friendly Action Group	Mekhola Ray	31/03/23	Renewal of Dementia Friendly District Status Number of agencies signed up to action group Number of staff attending awareness sessions	Quarterly Quarterly	Eric Buckmaster Eric Buckmaster	
	Support delivery of chatter tables in the 5 towns to address social isolation and loneliness for vulnerable residents.	Mekhola Ray	31/03/23	Number of chatter tables running in 5 market towns, not requiring EHC facilitation Number of people attending chatter tables	Annual Quarterly	Eric Buckmaster Eric Buckmaster	
	Support the East Herts Dementia Friendly Action Group	Mekhola Ray	31/03/23		Annual	Eric Buckmaster	
	Identify community assets that are managed via a third party and investigate SLAs and appropriate policies are in place (eg. safeguarding)	Claire Pullen	31/03/23	Assets identified and timescales for engagement with them agreed	Bi-annual	Geoffrey Williamson	
	Provide training and support for third parties who manage community centres to engage effectively with wider community, including vulnerable residents	Claire Pullen	31/03/23	No. of training activities provided	Bi-annual	Eric Buckmaster	
	Apply the £150 one off funding for households	Su Tarran	TBC			Geoffrey Williamson	New action following government announcement. Further guidance awaited
	Continue to administer self-isolation grants	Su Tarran	31/03/22	No. of grants administered	Bi-annual	Geoffrey Williamson	Remove as funding expires 31 March
Keeping Communities Safe	Support national vaccination roll out with East Herts assets where possible	Geoff Hayden	31/03/23		Bi-annual	Geoffrey Williamson	
	Support national and county led communications campaigns on vaccine roll out and vaccine hesitancy	Lindsay Creed	31/03/23		Bi-annual	George Cutting	
	Provide regulatory advice and support to businesses with post Covid recovery	Paul Thomas-Jones	31/03/23		Bi-annual	Peter Boylan	
	Provision of Covid marshals in town centres, neighbourhood shopping centres and green spaces	Hayley Springall	30/06/21		Bi-annual	Jan Goodeve	Remove as funding expires 31 March

**ENCOURAGING ECONOMIC GROWTH THEME**

We will continue to support businesses and business growth	<b>Deliver the match funded ERDF Launchpad 2 project and continue to grow the Launchpad in Bishop's Stortford and Ware</b>	Chris Smith	31/03/23	Number of Launchpad uses (both sites)	Annual	Jan Goodeve	
				Income generated (both sites) (£)	Annual	Jan Goodeve	
				Number of businesses supported across the 3 sectors	Annual	Jan Goodeve	
				Number of businesses receiving financial support	Annual	Jan Goodeve	
				Number of businesses receiving non-financial support	Annual	Jan Goodeve	
	<b>Submit a plan for East Herts's share of UK Shared Prosperity Fund to support economic growth in the district</b>	Ben Wood	31/03/23		Annual	Jan Goodeve	New action
	<b>Total alternative accommodations for the BS Launchpad</b>	Chris Smith	31/03/22		Annual	Jan Goodeve	Remove as will be reconsidered as an action once timescales for ORL scheme are known.
	<b>Support the Better Business for All Partnership</b>	Oliver Rawlings	31/03/22		Annual	Jan Goodeve	Remove - part of budget reductions proposals
	Ensure all business rate reliefs are applied in a timely manner	Sandra Huntingford	31/03/23	NNDR (Business rates) collection, % of current year liability collected Council tax collection, % of in year recovery	Monthly	Geoffrey Williamson	
	Work in partnership with the Innovation Corridor and Central Zone Alliance to lobby for inward investment	Ben Wood	31/03/23		Annual	Linda Haysey	
	Work with Visit Herts to ensure local businesses and venues are supported	Andrew Figgis	31/03/23	Total value of visitor economy to East Herts and by town Total number of day trips and overnight trips to district and by town Total number of jobs in district and by town attributed to visitor economy	Annual	Jan Goodeve	
	Work in partnership to support recovery of town centres and deploy 'Welcome Back' funding	Andrew Figgis	31/03/22	Production of town centre visions and action plans	Biannual	Jan Goodeve	Remove as WBF expires March
	Continue to administer business grants including the Restart Grants and Additional Restrictions (discretionary) grants	Su Tarran	31/03/22	Number of grants awarded and amount (£) given out	Quarterly	Geoffrey Williamson	Possibly remove as grants expire March however new round of funding has been announced by the Chancellor
Implement grant scheme to support businesses taking up vacant retail, commercial and industrial premises	Chris Smith	31/03/22	Number of grants awarded	Biannual	Jan Goodeve	Remove as funding expires in March	
Deliver the Jobmart employment support programme	Ben Wood	31/03/22	Number of referrals	Biannual	Jan Goodeve	Remove as funding expires in March	

We will support town centres with post covid recovery	Learning from the 20/21 pilot work in Hertford on developing a town centre vision and action plan in conjunction with stakeholders, support similar approaches in other towns	Ben Wood	31/03/22	Town centre footfall	Quarterly	Jan Goodvee	New action following on from Welcome Back Funding
	Provide support for local business representative organisations including Chambers of Commerce and the Bishop's Startford BID	Chris Smith	31/03/23		Annual	Jan Goodvee	
	Provision of advice and support around licensing function (alcohol, food, noise) and processing pavement licences to support town centres	Oliver Rawlings	31/03/22	Number of pavement licences granted	Annual	Peter Boylan	
	Deliver the business plan for East Herts theme of the UK shared prosperity fund	Ben Wood	31/09/2022		Annual	Jan Goodvee	New action following publication of the Levelling Up White Paper
We will ensure development is viable	Complete construction of the multi-story car park on the Old River Lane site (72 week build)	Rob Mayo	31/05/22		Annual	Linda Haysey	
	Deliver an SPD and Masterplan for the Old River Lane Site	Rob Mayo	TBC		Annual	Linda Haysey	
	Support the Herts Growth Board with presenting a case for additional infrastructure investment in Hertfordshire	Richard Cassidy	On-going		Annual	Linda Haysey	
	Deliver a fit for purpose planning service including provision of pre-application advice, determination of planning applications and approval of the strategic sites allocated in the District Plan in	Sara Saunders	31/03/23	Approval of strategic sites	Quarterly	Jan Goodvee	
	Delivery of the strategic sites allocated in the District Plan in accordance with the housing trajectory	Sara Saunders	31/03/23	Determine major applications within 13 weeks Determine 80% of minor/other applications within 8 weeks Delivery of at least 839 new dwellings per year and delivery of affordable homes			
	Agree masterplan on the Gilston Area Villages 1-7; NE of Ware; East of Welwyn Garden City; significant windfall developments sites through collaborative process with developers and Members	Sara Saunders	31/03/23		Annual	Jan Goodvee	
	Reviewing the shops at Elizabeth Road	Geoff Hayden	31/03/23		Annual	Geoffrey Williamson	New action
	Ensure Section 106 contributions are allocated in accordance with agreements	Jackie Bruce	31/03/23	Amount awarded	Annual	Jan Goodvee	
Undertake planning enforcement activity where required in keeping with the district plan and NPPF	Sara Saunders	31/03/22	Site visits undertaken for non urgent cases within 15 working days	Quarterly	Jan Goodvee		

DIGITAL BY DEFAULT THEME

We will encourage greater use of the website and self-service for customers	Implement a new core digital platform	Steven Linnett	TBC		Annual	George Cutting	Remove as it comes under transforming East Herts
	Implement a central business support function	Ben Wood	31/03/22		Annual	George Cutting	Remove as it comes under transforming East Herts
	Maximise self-service options for customers	Geometric ratings for website			Quarterly	George Cutting	
		Geometric ratings for email			Quarterly	George Cutting	
		Call answer rate			Quarterly	George Cutting	
		Increase customer satisfaction with East Herts web			Quarterly	George Cutting	
		Increase % of households that have signed up to self service			Quarterly	George Cutting	
	Expand use of the appointment booking system for customers who need to see us	Increase % of businesses that have signed up to self service			Quarterly	George Cutting	
		Increase % of landlords that have signed up to self service			Quarterly	George Cutting	
		Number of appointments by service	Alex Cook	31/03/23		Quarterly	George Cutting
Number of chats		Alex Cook	31/03/23		Quarterly	George Cutting	
Expand use of the chatbot to help customers resolve their queries	Lauren Hague	31/03/23	Soclim accessibility rating	Annual	George Cutting		
Deliver an effective complaints and member query management system	Ensure 80% of stage 1 complaints and Member queries are dealt with within 10 working days	Sharon Bunce	31/03/23		Quarterly	George Cutting	
	% of complaints that are upheld at stage 1			Quarterly	George Cutting		
	% of complaints that are upheld at stage 2			Quarterly	George Cutting		
	Number of complaints upheld by the ombudsman			Annual	George Cutting		
We will work with partners to ensure our communities are digitally enabled	Ensure fibre to the premise (FTTP) is provided on all new developments	George Pawey	On-going		Annual	Jan Goodvee	
	Support joint delivery of Harlow and Gilston Garden Town as a fully sustainable and digital 'colour'	Sara Saunders	On-going		Annual	Jan Goodvee	
	Support the Digital Innovation Zone to lobby for investment in our towns and villages	Helen Standen	On-going		Annual	Linda Haysey/Jan Goodvee	

Remove as now under 6 transformation strands

Deliver the Transforming East Herts Programme	Make an agile working policy with staff	Simon O'Heir	31/03/22		Annual	Geoffrey Williamson	New actions from Transforming East Herts
	Agree a business case for creating modern workspaces	Geoff Hayden	31/03/22		Annual	Geoffrey Williamson	
	Lean Processes - implementation of a CRM	Ben Wood	31/03/23		Annual	George Cutting	
	Lean processes - Determine viability of a corporate business support hub	Jess Khanom-metaman	31/03/23		Annual	George Cutting	
	Modern workspaces - use of Wallfields	James Ellis	31/03/23		Annual	George Cutting	
	Modern workspaces - front of house offices	Ben Wood	31/03/23		Annual	George Cutting	
	Modern workforce development - right skills for the future	Simon O'Heir	31/03/23		Annual	George Cutting	
	Commercial - adoption of a commercial strategy	Steven Linnett	31/03/23		Annual	Geoffrey Williamson	
	Commercial - grow revenues from trading companies	Jonathan Geall/ Helen Standen/ Jess Khanom-Metaman	31/03/23	Share dividend from the Herts Building Control Company	Annual	Geoffrey Williamson	
				Share dividend from Herts CCTV Ltd	Annual	Geoffrey Williamson	
			Share dividend from Millstream Property Investment Ltd	Annual	Geoffrey Williamson		
Undertake service reviews	Sara Saunders	31/03/23		Annual	Linda Haysey	New actions from Transforming East Herts	
Technology - Deployment of MS Teams	Zoe Taylor-Dixon	31/03/23		Annual	Geoffrey Williamson		
Technology - Deployment of ICT equipment	Helen Standen	31/03/23		Annual	Geoffrey Williamson		

SUSTAINABILITY AT THE HEART OF EVERYTHING WE DO THESE PLEASE NOTE THE FULL SET OF ACTIONS ARE UPDATED ON THE COUNCIL'S WEBSITE ON A MONTHLY BASIS AND MORE DETAILS CAN BE FOUND HERE: <https://www.eastherts.gov.uk/about-east-herts-0/environmental-sustainability/environmental-sustainability-action-plan>

Make changes to the council's own premises, people and services we deliver	WALLFIELDS - Review and action repairs to improve insulation of windows						
	BELL STREET - Install air-chargers appropriate to demand identified during audit.						
	MARTHAM - Calculate carbon reduction from efficiency measures.						
	Audit the council's vans with a view to replacing them with e-vehicles						
	Publish a new Housing Strategy for 2021 - 2026 incorporating environmental sustainability measures.						
	Monitor and report on Housing Association energy efficiency programmes						
	Investigate opportunities for improving biodiversity of council estate and associated services.						
	Work with HCC and others to identify options for tree planting						
	Work to improve biodiversity infrastructure on council's estate						
	Publish a Vehicle Parking Standards SPD						
Use regulatory powers to promote action by others	Publish a Biodiversity SPD						
	Develop sustainability advice geared towards listed buildings / conservation areas						
	Utilise s106 to maximise interventions in order to facilitate the council's sustainability ambitions						
	Review and update taxi vehicle policies to further strengthen incentives/requirements for low emission taxis						
	Work to utilise regulatory powers to facilitate improved domestic energy efficiency measures.						
	Provide and promote energy efficiency grants/support						
	Work with community to explore and action tree planting						
	Enable volunteers to come together on joint initiatives (information, co-ordination and training)						
	Establish improved dialogue with rural and farming community						
	Work with local MPs to promote the case for investment in sustainability interventions in East Herts						
Influence and encourage others to do things	Facilitate EV roadshows and demonstrations - at least one a year						
	Hold a Schools Climate Conference						
	Actively implement and encourage waste minimisation initiatives						
	PARISH COUNCILS AND VILLAGE HALLS - explore creation of rural EV charging hub network based on parish-owned sites						

Integrate sustainability topics within the agenda for East Herts Parish Councilors Conference

Review and expand web site pages on environmental sustainability, climate change and energy efficiency to provide enhanced advice and encourage behaviour change to promote positive climate action